

MOTION BY MAYOR MICHAEL D. ANTONOVICH
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February 24, 2015

COUNTY GOVERNANCE STRUCTURE

Over the last decade, members of the Board of Supervisors have periodically explored ways to improve the County’s form of governance to meet the increasing complexity of issues facing local governments, such as child welfare and safety, prison realignment, sex trafficking, and implementation of the Affordable Care Act.

On March 27, 2007, the Board of Supervisors adopted an ordinance establishing an interim governance structure for the County. The purpose of the interim ordinance was to determine whether a strong, centralized administrative approach via the creation of a “Chief Executive Officer” (CEO) would allow greater service integration, focus on outcomes for County customers, and allow the Board to increase its focus on policy. The interim governance structure provided an opportunity to examine, on a time-limited basis, whether it would truly facilitate operational improvements that were not feasible through the existing Chief Administrative Office (CAO) structure.

The interim governance structure organized County government into 5 key areas: public safety, children and family well-being, community and municipal services, health and mental health, and operations. These areas, known commonly as “clusters” were designed to facilitate cross departmental collaboration and service integration to achieve better service outcomes.

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Recent changes in County leadership and the CEO management structure, including the reassignment of Deputy CEOs, represent an improvement over the 2007 structure by removing an unnecessary layer of management. Moreover, an unintended consequence of the interim governance was an increased distance between departments and the Board of Supervisors thereby reducing accountability.

The Board of Supervisors has an opportunity to formally update the County governance structure and provide stability in County government in a manner that retains departmental collaboration and interdepartmental communication, but reduces bureaucracy. Additional measures that enhance communication, collaboration, and eliminate bureaucracy should also be explored, and formally adopted by the Board of Supervisors.

WE, THEREFORE, MOVE that the Board of Supervisors:

1. Direct County Counsel to prepare an ordinance to repeal the 2007 interim governance ordinance.
2. Direct the Interim Chief Executive Officer (CEO) to prepare a report within 60 days with recommendations to amend the County Governance structure that formalizes the recent changes to the system of governance and CEO organization including the elimination of the five deputy CEOs, and recommend additional changes as necessary that help create a governance system that:
 - a. Facilitates increased communication and collaboration necessary to confront complex County issues.
 - b. Streamlines governance and eliminates unnecessary layers of management.
 - c. Allows the Board of Supervisors to concentrate on establishing policy and ensuring effective service delivery.

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